

~~SECRET~~

November 2, 1960

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Comment on the Inspector General's Report on OTR

1. Although the Management Staff per se is not affected directly by the recommendations made by the Inspector General in his report on a survey of the Office of Training, I wish to convey a few comments.

a. General Reaction

The report is obviously one of the most thorough, well organized and logically structured documents on the subject of Agency training that has ever appeared. I think its content is ample evidence of the serious and intensive way in which CIA has attacked its training responsibilities.

b. Specific Comment

(1) I agree with the recommendation that the Agency's clerical training program be re-assessed periodically. All of us suffer as a result of clerical turnover, and any program which capitalizes on our past experience to improve future recruitment, placement and personnel development is all to the good. Inasmuch as the clerical training program presently consists of three different parts (Office of Personnel recruiting, clerical trainers in OTR, and psychological support people in A&S of OTR), I believe that high-level coordination should take place among the three in order to insure homogeneity in the total clerical recruitment and training picture.

(2) Since the Agency military reserve unit functions more or less independently of the DOD training program, it seems logical that OTR should pursue an Agency-sponsored program that would particularize training for reservists rather than expose them to ~~general~~ courses which were originally designed for other purposes.

(3) While there is considerable merit to the IG recommendation that junior professional officers enter the Agency

25X1A6a

~~SECRET~~

SECRET

employ through the JOT, there may specialized skills needed by the Agency and available on the outside which would not fit the JOT mechanism as an entry-on-duty channel.

(4) JOT selection is certainly a critical function. The establishment of committees or advisory panels may prove too unwieldy a procedure to achieve direct and satisfactory results. Instead, I think we should look to an outside advisory panel that would assist us in developing selection criteria but we should evolve our own internal mechanism for making final evaluations.

Two ills alluded to in the survey which warrant immediate attention and which I've heard of before are (a) high attrition rate in the JOT program among those assigned for military service, and more important, (b) the unfortunate practice of making JOT assignments to ID/S and ID/I appear to the JOT as a second-class Agency assignment.

(5) The concept of a senior office program for the Agency strikes me as being a very attractive idea. I do not believe, however, that appointments in the program should be regarded as a reward for achievement but rather as an opportunity for a senior person to divorce himself from day-to-day activity and be exposed to an entirely new and broader level of Agency operations.

c. ADP Training

Within the past two months, the Management Staff has held informal discussions with GTR on the possibility of establishing an ADP training program in the Agency. It is not clear at this time whether such a program would be part of the Technical School (TS) or be treated differently. In any event, it seems most desirable that the supervisory chain of command in the Agency receive a general exposure to the implications of data processing for intelligence work and that more detailed courses be established to provide specialized depth where needed. Such courses should be so designed as to enable supervisors to recognize problems suitable for solution through ADP application and to furnish them with sufficient technical understanding to permit them to work intelligently with skilled technicians.

SECRET

SECRET

The Management Staff also feels it should play a more active role in the development of curricula by OTR for management training courses.

Signed

25X1A9a
[REDACTED]

Acting Chief, Management Staff

MgtStf; JE:mgd (Nov. 2, 1960)

Distribution:

Mgt File

Mr. [REDACTED]

Mr. [REDACTED]

Miss [REDACTED]

Mr. [REDACTED]

25X1A9a

SECRET